

## Q1 Basic Information

Answered: 15 Skipped: 0

ANSWER CHOICES	RESPONSES	
Organization	93.33%	14
Contact Name	100.00%	15
Contact Email	100.00%	15
Phone	100.00%	15

#	ORGANIZATION	DATE
1	Phoenix Rescue Mission	3/2/2018 4:06 PM
2	Department of Child Safety	3/2/2018 1:56 PM
3	Arizona 1.27	3/2/2018 1:44 PM
4	Step Up Arizona	3/2/2018 1:36 PM
5	Casey Family Programs	3/2/2018 12:43 PM
6	Catholic Charities	3/2/2018 9:31 AM
7	Arizona Attorney General's Office	3/2/2018 9:25 AM
8	Phoenix Children's Hospital	3/2/2018 8:11 AM
9	Na	3/2/2018 6:50 AM
10	Child Crisis Arizona	2/26/2018 1:40 PM
11	Jewish Family & Children's Service	2/20/2018 12:27 PM
12	Agape Adoption Agency of AZ, Inc.	2/20/2018 10:33 AM
13	Arizona Baptist Children's Services	2/19/2018 2:07 PM
14	Christian Family Care	2/19/2018 12:35 PM
#	CONTACT NAME	DATE
1	Colleen McNally	3/3/2018 7:38 PM
2	Jay A. Cory	3/2/2018 4:06 PM
3	Jenny Bilskie	3/2/2018 1:56 PM
4	Katie O'Dell	3/2/2018 1:44 PM
5	James Molina D	3/2/2018 1:36 PM
6	Janet Garcia	3/2/2018 12:43 PM
7	Carrie Mascaro	3/2/2018 9:31 AM
8	Zora	3/2/2018 9:25 AM
9	Marcia Stanton	3/2/2018 8:11 AM
10	Vicki mayo	3/2/2018 6:50 AM
11	Torrie Taj	2/26/2018 1:40 PM
12	Mary Jo Whitfield, MSW	2/20/2018 12:27 PM
13	Leslie Reprogle	2/20/2018 10:33 AM
14	Andrea Stuart	2/19/2018 2:07 PM

## Q2 Organization Mission/Purpose

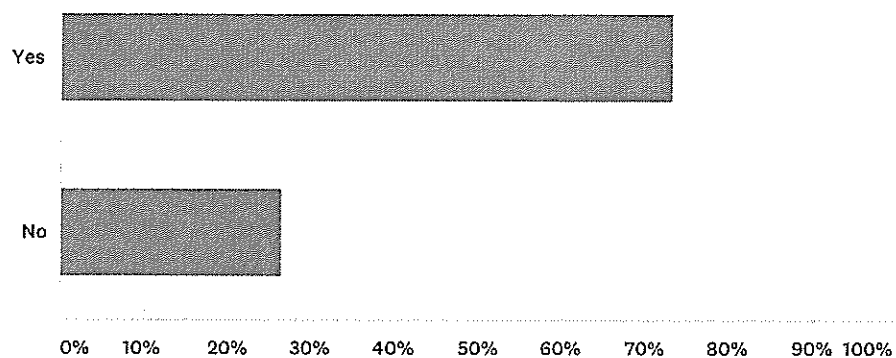
Answered: 15 Skipped: 0

#	RESPONSES	DATE
1	Judiciary	3/3/2018 7:38 PM
2	Providing Christ-centered life-transforming solutions to persons facing hunger and homelessness.	3/2/2018 4:06 PM
3	Successfully engage children and families to ensure safety, strengthen families, and achieve permanency.	3/2/2018 1:56 PM
4	To Recruit, develop, and sustain foster care ministries who develop and sustain families. (foster, kinship, adoptive, Birth)	3/2/2018 1:44 PM
5	Child Welfare Agency Prevention in Home Services	3/2/2018 1:36 PM
6	To provide, improve and ultimately eliminate the need for foster care	3/2/2018 12:43 PM
7	Helping our community's most vulnerable with solutions that permanently improve lives.	3/2/2018 9:31 AM
8	The Attorney General serves as the chief legal officer of the State. The Attorney General's Office represents and provides legal advice to most State agencies; enforces consumer protection and civil rights laws; and prosecutes criminals charged with complex financial crimes and certain conspiracies involving illegal drugs. In addition, all appeals statewide from felony convictions are handled by this Office. The Arizona Attorney General's Office, through the Child and Family Protection Division, provides legal services to all the divisions of the Department of Economic Security (DES), including the Division of Child Support Services (DCSS). It also provides legal services to the Department of Child Safety. The Attorney General's Office brings and defends lawsuits on behalf of the State and prepares formal legal opinions requested by State officers, legislators, or county attorneys on issues of law. The Attorney General's Office has jurisdiction over Arizona's Consumer Fraud Act, white collar crime, organized crime, public corruption, environmental laws, civil rights laws, and crimes committed in more than one county. Additionally, this Office prosecutes cases normally handled by county attorneys when they have a conflict. The Attorney General's Office is the largest law office in the State. The Office is divided into: •Criminal Division •State Government Division •Child and Family Protection Division •Civil Litigation Division •Solicitor General's Office •Communications Division •Operations	3/2/2018 9:25 AM
9	We provide hope, healing, and the best health care for children and their families.	3/2/2018 8:11 AM
10	Na	3/2/2018 6:50 AM
11	Mission: To provide Arizona's children a safe environment, free from abuse and neglect, by creating strong and successful families. Vision: Safe Kids. Strong Families.	2/26/2018 1:40 PM
12	Jewish Family & Children's Service (JFCS) is a nonprofit, non-sectarian organization that strengthens the community by providing quality behavioral health and social services to children, families and adults of all ages, in accordance with a Jewish value system that cares for all humanity.	2/20/2018 12:27 PM
13	Agape is a Christian service organization with a passion to empower positive outcomes for children and families. Our approach is unique in its collaboration with birth parents, adoptive and foster families, government agencies and community service providers throughout the journey of life, love and healing.	2/20/2018 10:33 AM
14	Provide hope and care to hurting children and families through Christ-centered ministry.	2/19/2018 2:07 PM
15	Strengthening families and serving at-risk children in the name of Jesus Christ.	2/19/2018 12:35 PM

9	<p>Child Crisis has multiple staff throughout all programs trained in Trauma Informed Care (TIC). Currently, two staff are certified through the International Association of Trauma Professionals. Our Vice President of Programs, Courtney Kleinebreil, is certified as a Certified Clinical Trauma Professional (CCTP). One of our therapists is certified as a Certified Child and Adolescent Trauma Professional. In order to obtain these certifications, each professional did approximately 40 hours of trainings that spanned topics such as trauma and attachment, treating trauma in children, the 10 core competencies of trauma, evidenced based trauma treatment and interventions, trauma informed treatment, trauma stabilization, processing trauma, effective post-traumatic growth, early interventions of trauma, and many more. Additionally, both trauma certified professionals had to pass multiple exams to be certified at the clinical professional level. In order to maintain their certifications, the staff must take on going continuing education credits each year in order to stay current on the latest in Trauma Informed Care. In addition to the above core Trauma Informed Care trainings, Ms. Kleinebreil is taking lead on rolling out Trauma Informed Care training and practices at a higher level than what is currently in place throughout the agency. Ms. Kleinebreil has attended trainings on the Sanctuary model, one of the longest standing Trauma Informed Care models used internationally and has been able to have 1:1 dialogue with the Sanctuary model staff who are based out of New York as well as purchasing curriculum. Additionally, Ms. Kleinebreil has met and had multiple follow-up meetings with a Trauma Informed Care researcher based out of the University of Kentucky who has been providing technical assistance as we continue to enhance our Trauma Informed Care services and culture. Ms. Kleinebreil is also working with the Traumatic Stress Institute to become trained in the Risking Connection trauma model. Recently, Child Crisis Arizona purchased the trainer's series in order to train staff on "The Ace Study" (taught by physicians from the CDC and Kaiser Permanente), and "Children with Disrupted Attachment". These curriculums will be part of the upcoming Child Crisis Arizona Trauma Informed Care program that is rolled out to staff. Ms. Kleinebreil has attended several Trauma Informed Care trainings through the National Council of Behavioral Health. Through these annual conferences, we have been able to meet with many different experts and researchers who discuss and teach implementation of various trauma informed best practices. Conscious Discipline, based out of Florida, is a model used in multiple Child Crisis Arizona programs. This is an evidenced-based methodology that involves brain based, trauma-informed social-emotional learning. Child Crisis Arizona has contracted with Conscious Discipline on multiple occasions to have on-site training with a Master Trainer. These trainings are hands-on and teach the staff how to apply the trauma informed techniques to work with children that have been exposed to trauma. These techniques have then been formally implemented in our programming. Child Crisis Arizona was grateful to receive a grant through VOCA (Victims of Crime Act) that allowed us to send three of our seasoned staff to the highly sought after week-long Conscious Discipline intensive workshop taught by Founder Dr. Becky Bailey. With the extensive training, we have been able to have these three staff members train other staff on the evidenced based Trauma Informed Care techniques. Child Crisis Arizona has several staffed involved with the ACE consortium. Through this consortium, we are able to receive regular training, meet other professionals working to provide Trauma Informed Care services to the community, and stay abreast on current data and trends. Child Crisis Arizona maintains a library complete with DVDs and books that have many trauma trainings in order to allow staff to have access to the trainings as needed.</p>	2/26/2018 1:40 PM
10	=>Training is provided through several local universities on Trauma Informed Care =>Dr. Bob Rhoton from Arizona Trauma Institute provides trainings =>We bring in trainers to train on EMDR	2/20/2018 12:27 PM
11	Introduction/overview of Trust Based Relational Intervention - provided during initial training	2/20/2018 10:33 AM
12	We have utilized training through Empowered to Connect, OLR train the trainer trauma trainings to equip our Foster Care and Parent Aide staff.	2/19/2018 2:07 PM
13	Counseling & WRAP Services Staff - on-going training in Trauma Informed Care approaches (Integrative Parenting, EMDR, TBRI-Trust Based Relationship Intervention, ACEs, Trauma Neuroscience, among others) Foster Care, Adoption, and SYP Staff - Trauma Informed Care trainings/consultations provided by Counseling and/or WRAP staff at least once per year	2/19/2018 12:35 PM

## Q5 Does your organization provide TIC training to birth, foster, kinship or adoptive parents?

Answered: 15 Skipped: 0



### ANSWER CHOICES

### RESPONSES

Yes	73.33%	11
No	26.67%	4
TOTAL		15

## Q7 If applicable, please identify/describe the TIC training you provide and the resources or tools you recommend.

Answered: 3 Skipped: 12

N/A

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

### ANSWER CHOICES

N/A

TOTAL

### RESPONSES

100.00%

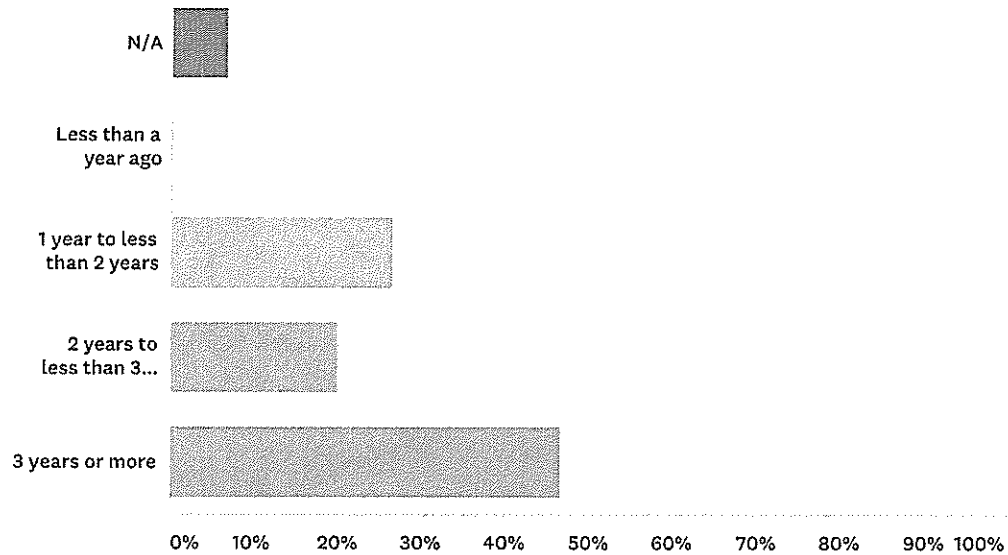
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3

#	IF APPLICABLE PLEASE SPECIFY.	DATE
1	Through the Cradle to Crayons program at the Maricopa County Superior Court, therapists provide trauma therapy to birth parents and process trauma with parents and children together.	3/3/2018 7:38 PM
2	We conduct educational sessions and counsel with parents. We also provide Peer Support Training.	3/2/2018 4:06 PM
3	DCS leads a train the trainer training for licensing agencies. This training is a Trauma Informed Care training. This training is called Calm the Trauma Tremors. This is a training developed by a variety of experts such as Bruce Perry.	3/2/2018 1:56 PM
4	1. Basic Training : first step into understanding basics of trauma 2. Trauma Informed Children's Ministry training: 2 hour course into how to have a child/youth ministry that equips churches ministry workers and pastors to work with kids with a trauma story. 3. Trust Based Relational Trauma Informed Caregiver Trainings: TBRI® is an attachment-based, trauma-informed intervention that is designed to meet the complex needs of vulnerable children. TBRI® uses Empowering Principles to address physical needs, Connecting Principles for attachment needs, and Correcting Principles to disarm fear-based behaviors. While the intervention is based on years of attachment, sensory processing, and neuroscience research, the heartbeat of TBRI® is connection. 4. Empower to Connect 2 day workshop. 5. The Connection; Parent small group curriculums to walk thru the depth of understanding parenting kids from hard places (13 weeks long) 6. TBRI -Trauma informed Family Camp 7. We recommend several counselors, coaches, and family mentors to help parents succeed in caring for their kids.	3/2/2018 1:44 PM
5	Standardized Trauma Training for ALL professionals/Different levels depending on the job- what defines being trauma informed? I hear people who have 3 hours of training and they consider themselves trauma informed?	3/2/2018 1:36 PM
6	Clinical staff provide training to youth, birth parents and foster parents as part of their work. Training focuses on understanding how trauma manifests in behavior and on identifying what works for a youth or family member to regulate. Our consulting Psychologists provide training for parents and foster parents 1 to 2 times per year.	3/2/2018 12:43 PM
7	We utilize training tools from AZ Trauma Institute at times <a href="https://aztrauma.org/classes/">https://aztrauma.org/classes/</a> Foster Parent college has also added a 1 hour TIC training to their most recent training.	3/2/2018 9:31 AM

## Q8 If applicable, how long ago did your organization start the process of integrating TIC into your practices?

Answered: 15 Skipped: 0



ANSWER CHOICES	RESPONSES	
N/A	6.67%	1
Less than a year ago	0.00%	0
1 year to less than 2 years	26.67%	4
2 years to less than 3 years	20.00%	3
3 years or more	46.67%	7
TOTAL		15

11	JFCS trains staff in trauma informed approaches, screens for trauma and treats trauma. We have designed our clinics to be welcoming and non-threatening to our clients and families.	2/20/2018 12:27 PM
12	Agape staff recognize that our clients, in addition to the children they are working with, have experienced trauma/powerlessness, and their interactions with us may be impacted by their histories of trauma. We takes steps to inform and empower our clients, and we utilize motivational interviewing to give them as much of a role as possible in identifying solutions to their challenges.	2/20/2018 10:33 AM
13	It's part of the dialogue with have with foster and adoptive parents from the beginning of the placement. We are always looking at what the behaviors a child expresses signify beyond the surface and what trauma is reflected. Our Parent Aide and Foster Care workers are not licensed social workers or counselors so it is more of an understanding for discussion rather than a counseling practice.	2/19/2018 2:07 PM
14	All Counseling & WRAP staff receive on-going TIC training. All Parent University courses are intentionally trauma-informed, regardless of topic. Counseling & WRAP staff provide on-going training/consultation to Foster Care, Adoption, and SYP staff.	2/19/2018 12:35 PM

9	Trauma Informed Care has many parts to its' definition. At Child Crisis Arizona, we believe the high-level definition is providing a framework of services that takes into account the effects of various types of trauma and the resulting coping mechanisms an individual may have experienced and developed and tailoring the services to respond accordingly to the trauma without causing the individual to experience further trauma.	2/26/2018 1:40 PM
10	Recognition and understanding of the impact of trauma on the physical, emotional, and mental health of the clients receiving services as well as service providing staff. A focus and awareness that coercive interventions can cause trauma and re-traumatization. Sensitivity and value of client's perspective and voice in all aspects of care.	2/20/2018 12:27 PM
11	We use SAMHSA's definition: "A trauma is an intense event that threatens a person's life or safety in a way that is too much for the mind to handle and leaves the person powerless."	2/20/2018 10:33 AM
12	It is understand that the needs of children who have experienced trauma will be different than those who have not experienced trauma. Understanding the impact of trauma on a child is important to effective parenting and care of that child.	2/19/2018 2:07 PM
13	We do not possess an organizational definition of TIC. However, in working with at-risk children, we acknowledge that an individual's past traumas affect an individual's present behaviors, thoughts, actions, and negatively affect their ability to appropriately attach, relate with others, and feel safe/secure.	2/19/2018 12:35 PM



## Q12 Additional Comments

Answered: 3 Skipped: 12

#	RESPONSES	DATE
1	Please keep in mind that the young man that committed the 17 murders at the Marjory Stoneman Douglas High School in Parkland, Florida was in the child welfare system, juvenile justice and foster care. Collectively I would like to see AZ take a proactive approach as we continue to raise AZ's abused and neglected children, to prevent such an event happening in AZ. Trauma Informed is the key!	3/2/2018 1:36 PM
2	Thank you for supporting TIC!!!	3/2/2018 8:11 AM
3	Child Crisis Arizona is grateful to the Governor's Council for taking an active role gathering Trauma Informed Care service delivery information and we are proud to consider ourselves a leader in this area. We are happy to help in anyway we can to continue to spread the word about Trauma Informed Care.	2/26/2018 1:40 PM

# Governor's Council on Child Safety and Family Empowerment Trauma Informed Care Survey

## DRAFT

### I. Survey Information

The purpose of this survey is to discover how our community is responding to trauma as it impacts the individuals we serve. The increasing focus on the impact of trauma is causing service systems to revisit how they conduct their business under the framework of a trauma-informed approach. The context in which trauma is addressed or treatments deployed contributes to the outcomes for the trauma survivors, the people receiving services, and the individuals staffing the systems. Referred to variably as "trauma-informed care" or "trauma-informed approach" this framework is regarded as essential to the context of care. [i]

[i] The majority of the text has been taken from SAMHSA's Concept of Trauma and Guidance for a Trauma-Informed Approach. <https://store.samhsa.gov/shin/content/SMA14-4884/SMA14-4884.pdf>

This survey was presented online through Survey Monkey (<https://www.surveymonkey.com>). The responses analyzed in this report were given between February 7 and March 8, 2018. Members of the Governor's Counsel on Child Safety and Family Empowerment were requested to participate in the survey. Fifteen responded. The survey totaled twelve questions. With five questions introduced as "If applicable," and one as "Additional Comments", the estimated completion rate was 68%. The estimated time to complete the survey was five minutes.

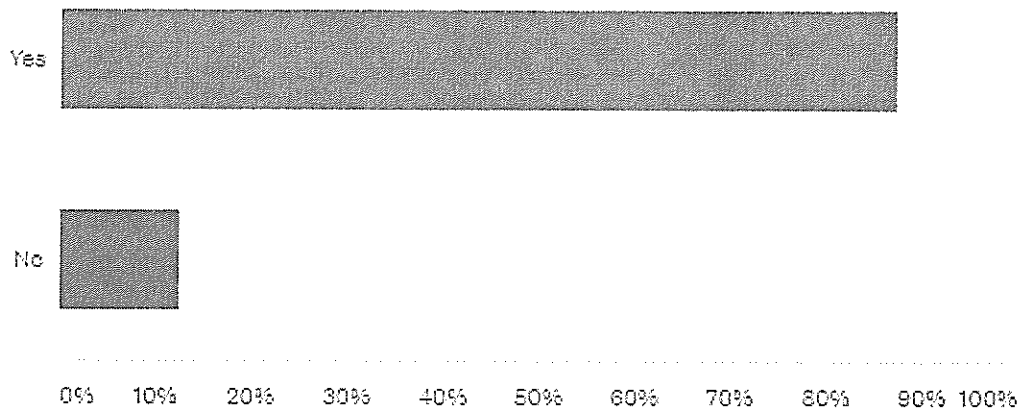
### II. Survey Results

#### A. Participants Information

In the first question, participants were asked to identify their name, their organization and their contact information. In question two, they provided a description of their organization's mission or purpose. The majority (8) of the organizations worked with children and families. Two focused on the foster care community. One provided home services for child welfare agency prevention. Another ministered to homeless and needy individuals. The remaining three participants were a former judge, a business owner, and the Assistant Chief Council to the Attorney General.

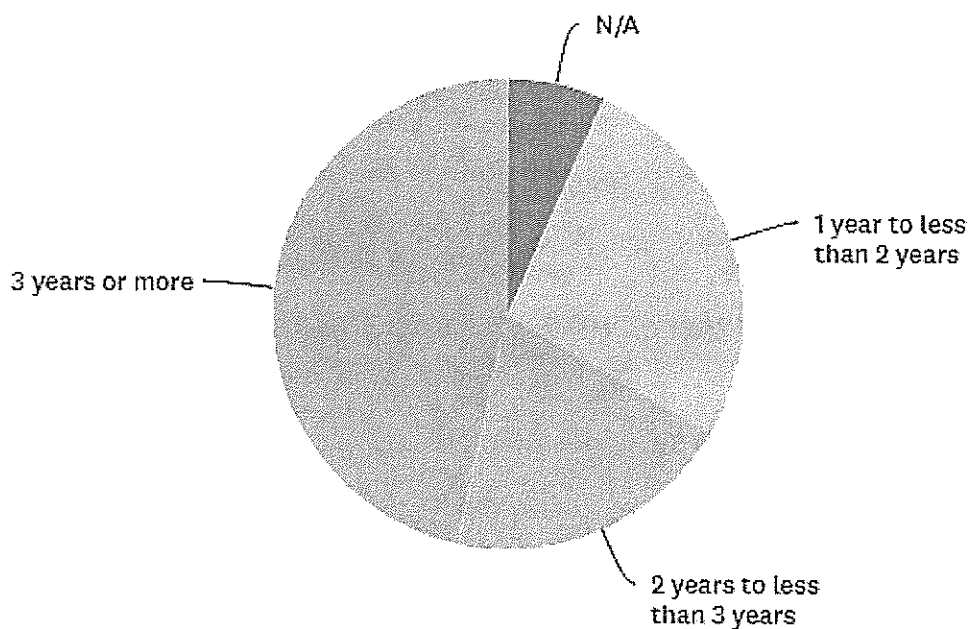
#### B. Trauma Informed Care (TIC) Training

The participants were then asked if their organization provided training in TIC for their staff. Almost 90% (87.5) responded yes. Those who responded positively were requested to describe the training and tell how often it occurred. Of the twelve extensive responses, half noted that training varied according to the role of the staff. Most sent their staff to conferences annually. Many utilized local training throughout the year. The therapeutic services provided more specialized training as often as once a month. One organization noted including TIC in the initial training but did not say that it occurred after this. Another was not familiar with what was provided.



Questions four and five asked if any of the participants provided TIC training for groups or individuals outside of their organizations. Of the 15 respondents, seven reported doing training for community groups and other organizations. Eleven of the organizations made TIC training available to birth, foster, kinship or adoptive parents. Training was provided at no cost by the majority. Six participants stated that some of the training was provided for a fee to the participants, but even then it was minimal (\$10-25) with the exception of some professional training. When asked to identify the resources they used for training, numerous tools were mentioned, such as ACEs, Calm the Trauma Tremors, TBRI, and AZ Trauma Institute tools.

The eighth question inquired how long their organizations had been integrating TIC into their practices. Of the 14 providing TIC training, seven had been doing so for three years or longer. Three organizations were between two and three years and four were over one year but less than two.



Question nine asked how TIC had been integrated into the organizations. The former judge noted that TIC training was being provided for staff in various roles in the justice system, including judicial officers, staff, and attorneys. Those in the medical and counseling fields stated that TIC was part of their professional training. Most organizations working with families and children offered TIC to their clients as well as their staff. DCS explained that they were in the initial stages of this process and were exploring ways to implement training with their staff.

At this point in the survey, the participants were asked to share their organization's definition of "Trauma Informed Care." Two organizations used SAMHSA's definition.<sup>1</sup> Most noted something similar to the following definition given by one participant: "[TIC] is providing a framework of services that takes into account the effects of various types of trauma and the resulting coping mechanisms an individual may have experienced and developing and tailoring the services to respond accordingly to the trauma without causing the individual to experience further trauma."<sup>2</sup> In the next survey question, concerning recommendations for other questions or information to add to this survey, two of the three suggestions were for a definition of TI and TIC. The other comment was to ask if agencies would be willing to collaborate in TIC training to cut costs and make this information more accessible to the care community.

The final question requested any additional comments from the participants. One organization noted that the recent school shootings in Parkland, Florida, were committed by a young man who had been in the child welfare and juvenile justice systems and in foster care. This participant asked that Arizona take a proactive approach with the state's abused and neglected children to help prevent such an event from happening in our state and referenced TIC as the key to this prevention. The other two responses thanked the Governor's Council on Child Safety and Family Empowerment for supporting TIC and taking an active role in gathering TIC service delivery information.

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<sup>1</sup> [https://www.samhsa.gov/samhsaNewsLetter/Volume\\_22\\_Number\\_2/trauma\\_tip/](https://www.samhsa.gov/samhsaNewsLetter/Volume_22_Number_2/trauma_tip/)

<sup>2</sup> Quote credited to Child Crisis Arizona.

## Fostering Futures: Trauma informed Care Survey Results

### I. Survey Information

To better understand the type of Trauma-Informed Care (TIC) activities going on across Wisconsin, Fostering Futures conducted a statewide survey to gather information on TIC experiences. Survey questions were developed through several Fostering Futures meetings and with help from TIC advisory members. The final questionnaire included 13 main questions with six follow-up identifying questions and others asking participants' information. The main questions asked about TIC definition, efforts and barriers in implementing TIC, initiation of TIC changes, and other relevant TIC experiences and perspectives of the respondents.

The survey was done via an online survey through Survey Monkey (<http://www.surveymonkey.com/s/Z5XHQ97>) from July 29<sup>th</sup> to August 12<sup>th</sup> (15 days). Members of Wisconsin TIC listserv were requested to participate in the survey.

127 individuals participated in the survey from 26 Wisconsin counties and five other states. The top three counties where most participants were from were Milwaukee (n=26), Dane (n=11), and Brown (n=6). The average question response rate was 94%.

### II. Survey Results

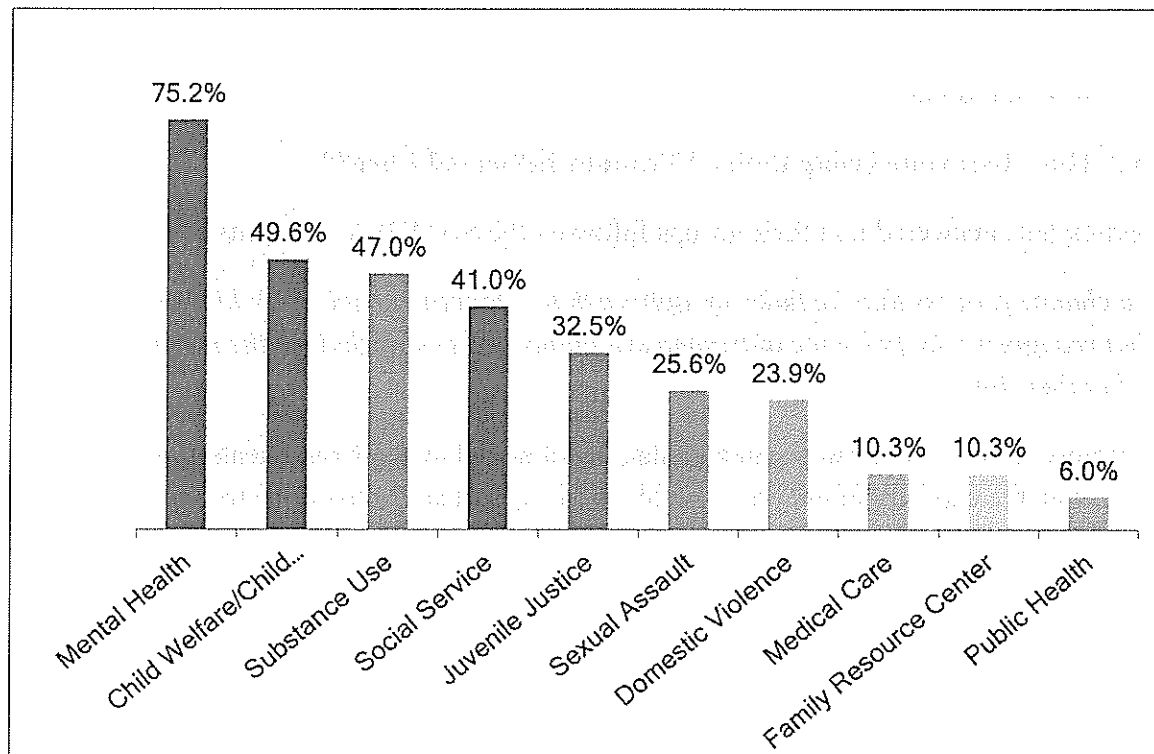
#### A. Participants Information

##### 1. Type of entities

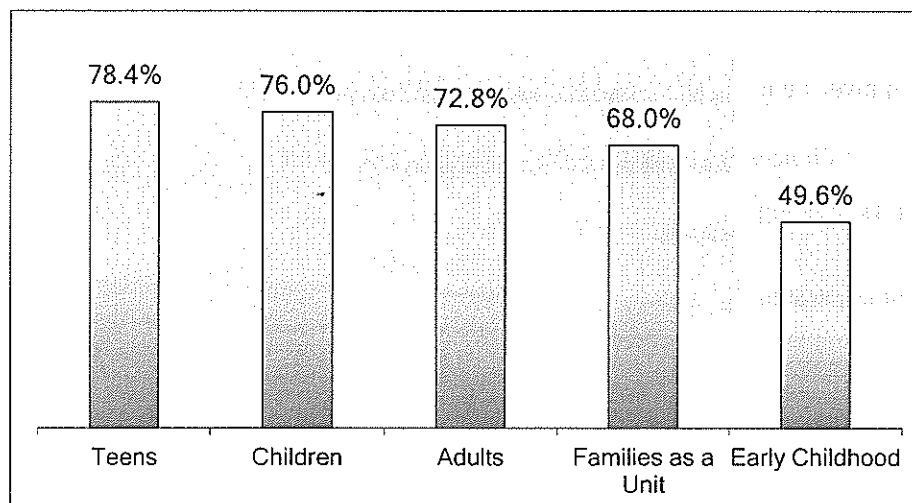
First, participants were asked to identify the entity that best categorizes the context of trauma-informed care that they will be referencing in the survey. 48% identified their entities as organizations, 39% did as systems. Communities and institutions were 8% and 5%, respectively.

In the follow-up questions that further characterized their groups, a majority were affiliated with private, not-for-profit organizations (county 27%, statewide 24%). 36% of participants were involved in governmental organizations (county 20%, statewide 16%). For-profit private organizations made up 13% (county 5%, statewide 8%) and informal groups consisted of 5%.

As for their focus area, survey participants checked multiple major areas that they were working on. Three quarters were involved in mental health and half responded with child welfare/child maltreatment. The next most frequent areas were substance use (47%) and social service (41%).

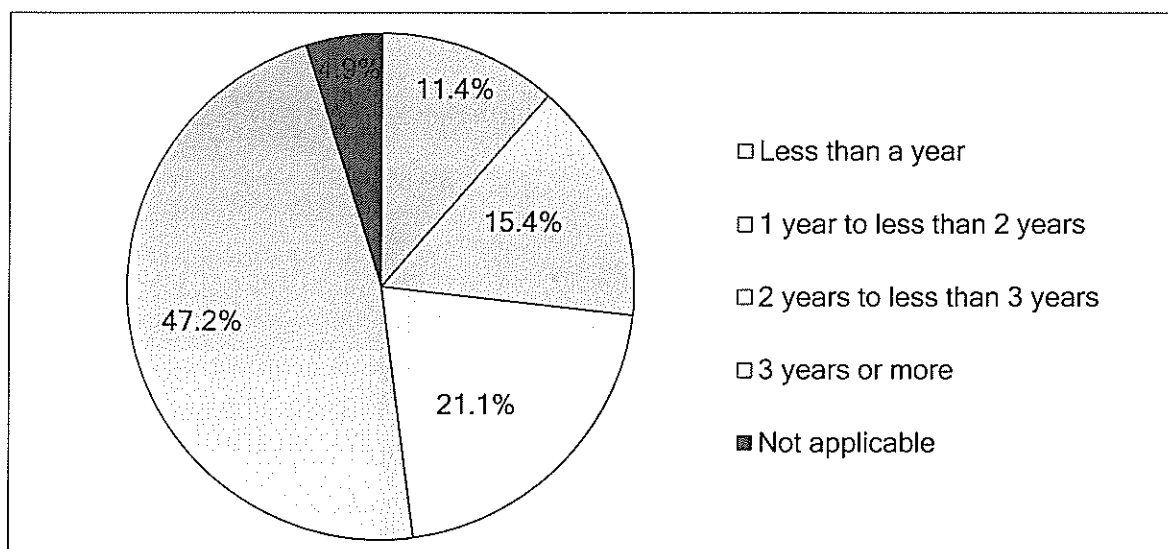


The participants were asked which population groups they worked with, such as early childhood, teens, children, adults, and families as a unit. More than three quarter of them (78%) were serving teenager groups.



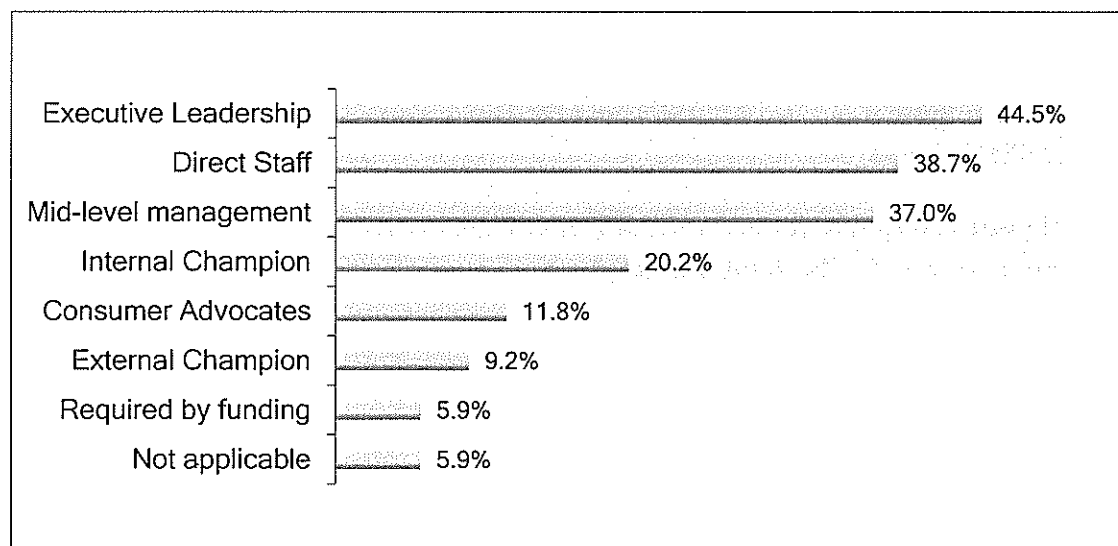
reducing seclusion and restraint (NTAC) and caregiver capacity,” “specializing in the cutting edge treatment of trauma,” and “a welcoming environment for mental health/AODA services.”

**Question 4. How long ago did you start the process of integrating TIC into your practices?**

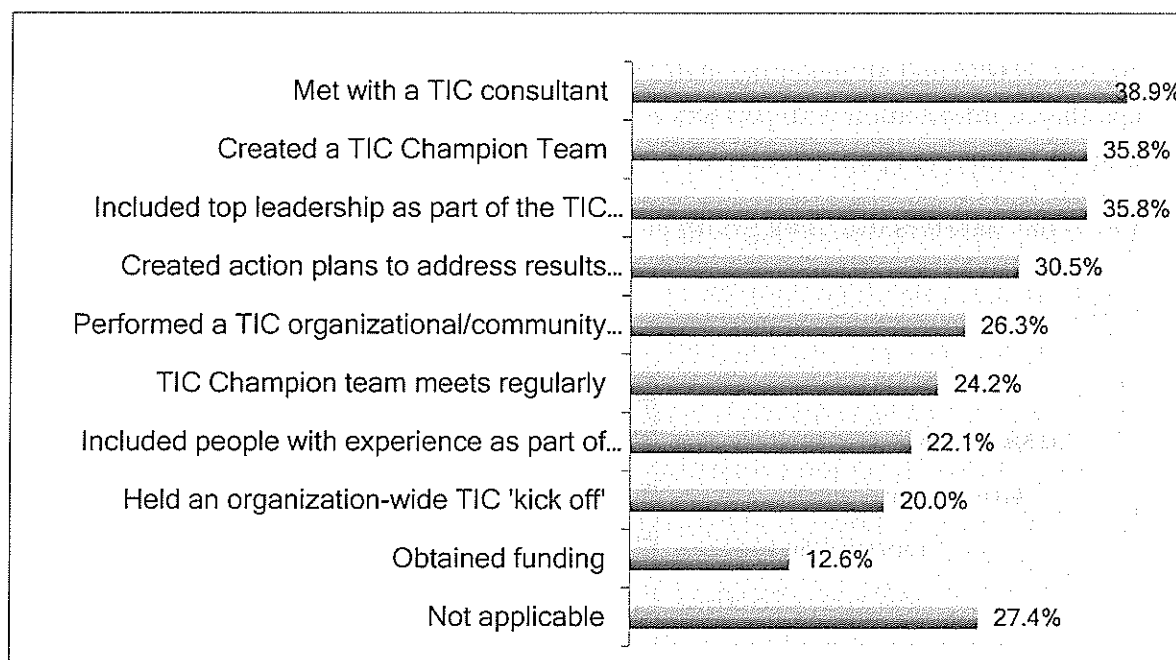


Survey participants were more likely to be involved in groups with longer experiences of TIC. Approximately a half (47%) of respondents answered their groups had been implementing TIC practice for three years or more. 11% reported their groups had less than one year experience of TIC.

**Question 5. Who initiated or drove the Trauma-Informed Care change(s) in your group?**  
**Check all that apply.**

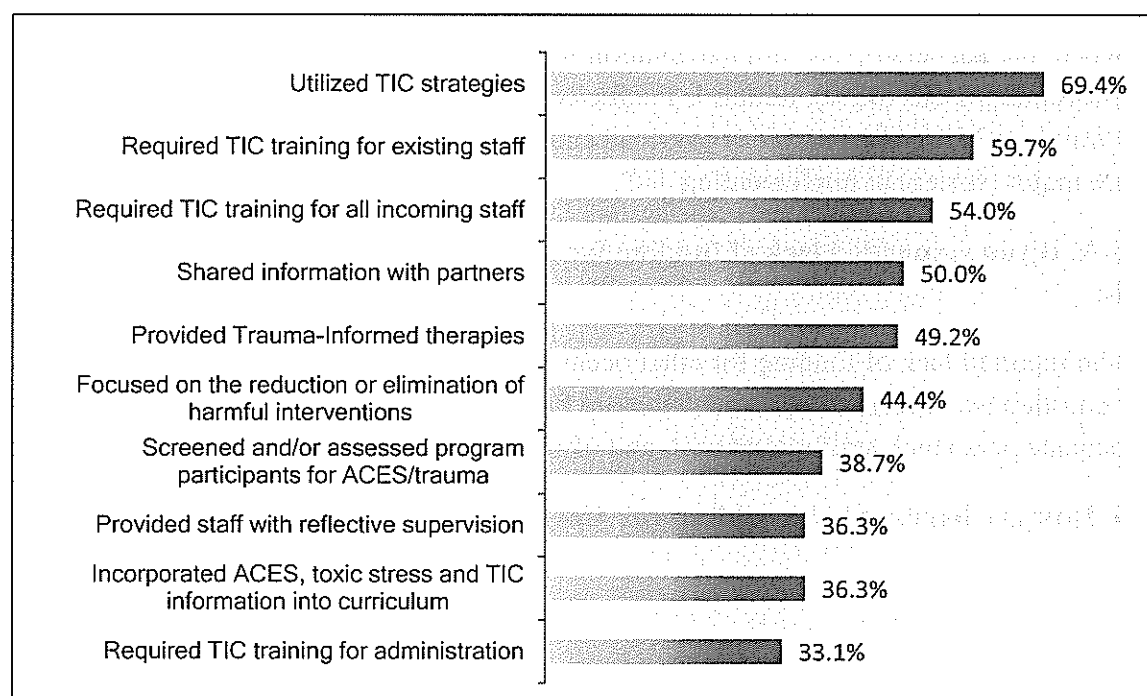


45% of respondents indicated executive leadership as a drive to TIC change in their groups. 39% reported direct staff, and 37% answered mid-level management initiated TIC change. The rest of

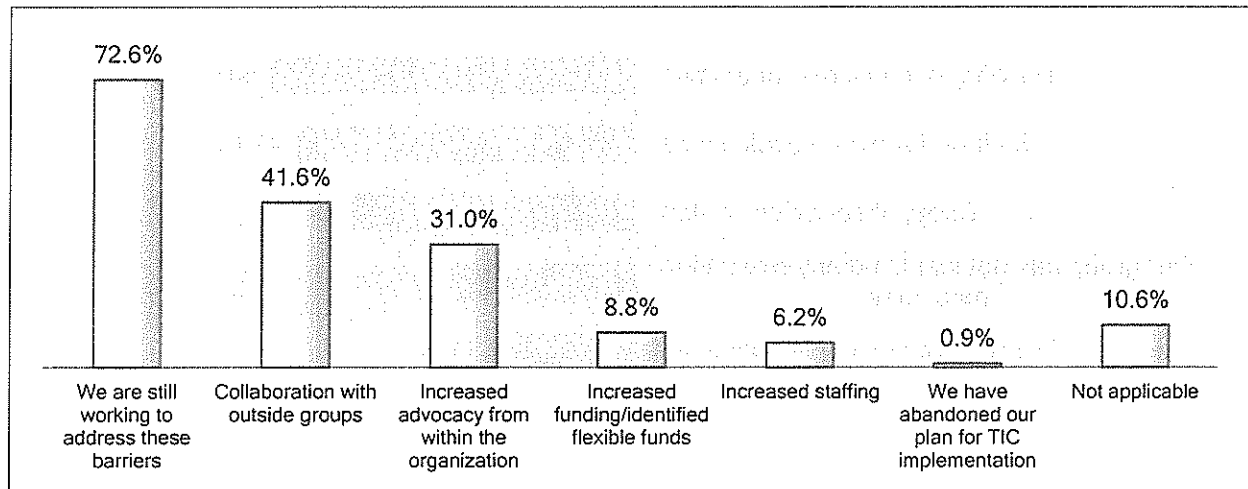


For those who answered their groups did not use any specific models to drive the TIC change, a follow-up question was asked to identify what actions made the change. Meeting with a TIC consultant (39%), creating a TIC champion team (36%), getting involved in top leadership as part of the TIC champion team (36%) were most reported along with other actions. Their answers show the importance of TIC champion team and TIC consulting in initiating the change.

**Question 7. What has your group done to 'operationalize' Trauma-Informed Care? Check all that apply.**

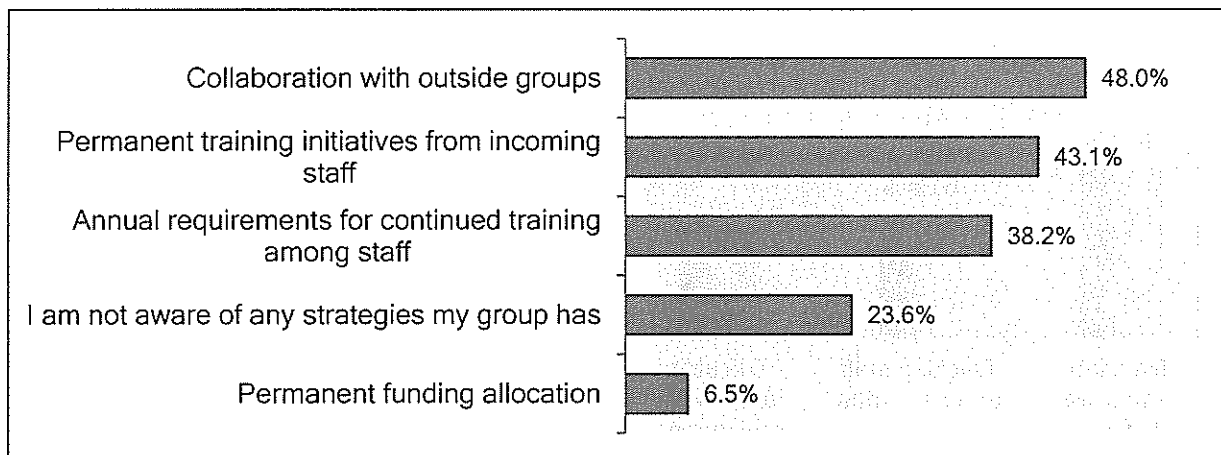






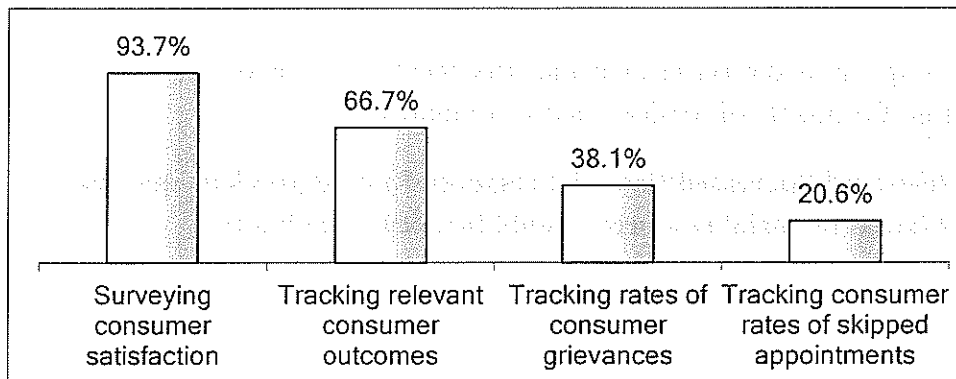
When survey participants were asked how their groups had addressed or are currently addressing barriers, more than 70% reported they were still working to solve the problems. 42% answered their groups collaborated with outside groups and 31% reported that they increased advocacy within the organization to address the barriers.

**Question 10. What strategies does your group have to continue TIC implementation? Check all that apply.**



The most frequently reported continued TIC implementation strategy was collaboration with outside groups (48%). More than one third responded they used staff training as a major strategy to continue TIC implementation: permanent training initiatives from incoming staff (43%) and annual requirements for continued training among staff (38%).

**Question 11. How will your group evaluate the efficacy of the implementation steps that you have taken/will take? Check all that apply.**

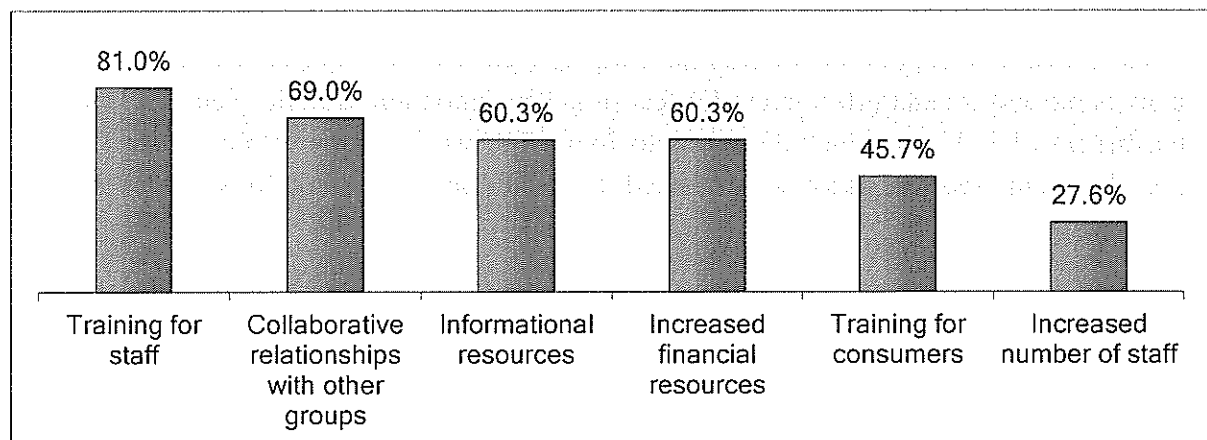


Those who reported their groups assessed/were assessing customer outcomes further identified specific activities to track the outcomes. Almost all of groups conducted a survey to assess consumer satisfaction and more than one third tracked rates of consumer grievances. Other responses were tracking restrictive intervention frequency and durations, surveying consumer health and quality of life, and measuring client perception of and response to TIC.

**Question 12. Are you aware of other efforts to 'operationalize' TIC within systems, institutions, organizations and communities?**

40% of respondents were aware of TIC efforts within other entities.

**Question 13. What types of assistance would facilitate the continuing implementation of TIC in your group? Check all that apply.**



Respondents thought training for staff (81%) and collaboration with other groups (69%) would help facilitate the continuation of TIC implementation. They also indicated that increasing information resources (60%) and financial resources (60%) would be critical in assisting TIC implementation. 46% highlighted the importance of consumer training, and 28% answered increased number of staff.

**Question 13-A. If you listed 'increased number of staff' to the previous question, please explain how additional staff would be used to facilitate implementation of TIC?**